FOILS

Section 6

User Research Programs

Douglas Tayler
Director, User Research
INPUT

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Round Table Session Topics

- Data Management: Current Trends and Challenges
- Systems Integration: Buyer Issues
- Workstation Strategies
- Information Systems Budget

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Data Management

Current Trends and Challenges

(Research in Process)

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Objectives

- Identify Data Management Trends and Issues
  - Technology
  - Responsibility
  - Resources
- Track Progress with Relational DBMS
  - By Information Systems
  - By End User
- Track Progress with Distributed DBMS
- Set Objectives for Data Management in 1990s

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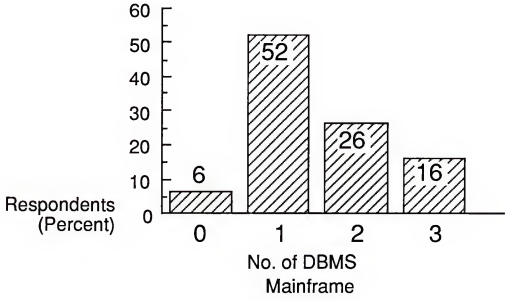
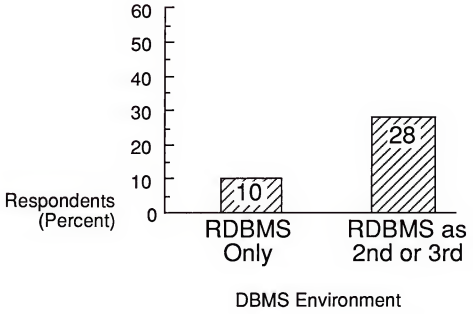
Mainframe DBMS Environment





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Minicomputer DBMS Environment

- DBMS Use
  - 58% Are Using
  - 32% Are Not Using
  - 10% Did Not Know
- RDBMS Use
  - 25% Are Using
  - 43% of Those Using DBMS

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Considering New Data Bases

- 30% Have New DBMS Under Consideration
- All Are Relational
- Most Often Mentioned Are:
  - DB2
  - Oracle
  - Ingress

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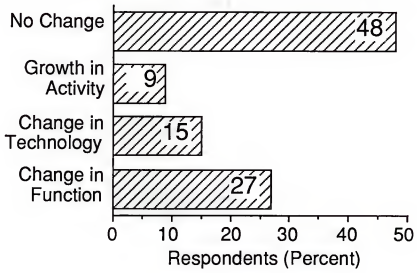
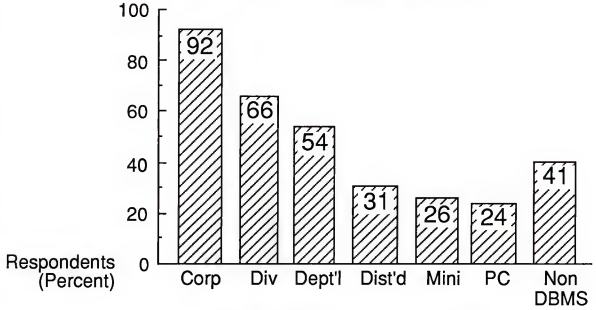
Data Management
Changing Responsibilities



Data Administration
Breadth of Responsibility



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Key Issues
Strategy & Direction

- Managing Distributed Data
- Ownership—User versus IS Responsibilities
- Managing Growth and Technology
- Planning for New Technology
- Management Support for Data Management Process

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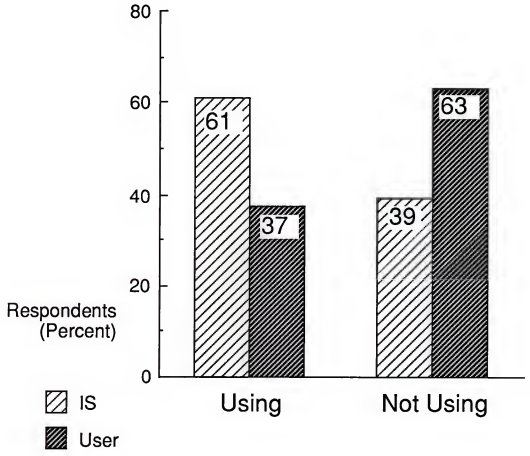
Relational DBMS Application
Who Is Using It?



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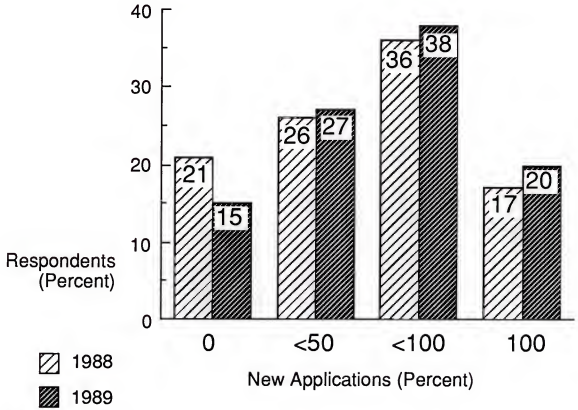
Relational DBMS Application
Magnitude of Mainframe Use



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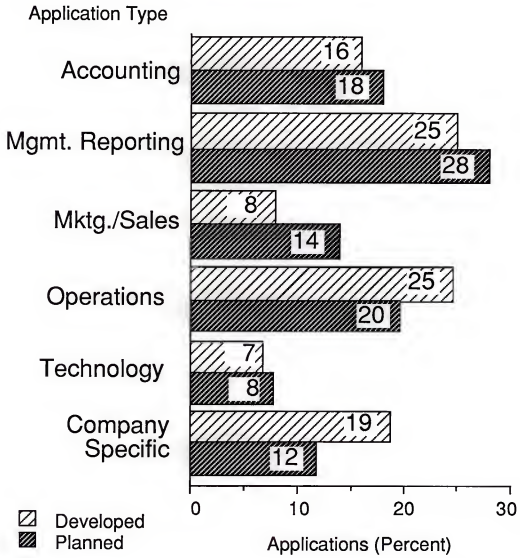
Relational DBMS Application
How Is It Being Used?



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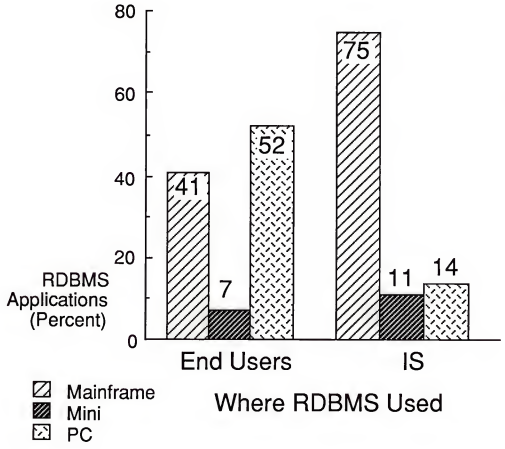
Relational DBMS Application
Where Are End Users Using It?



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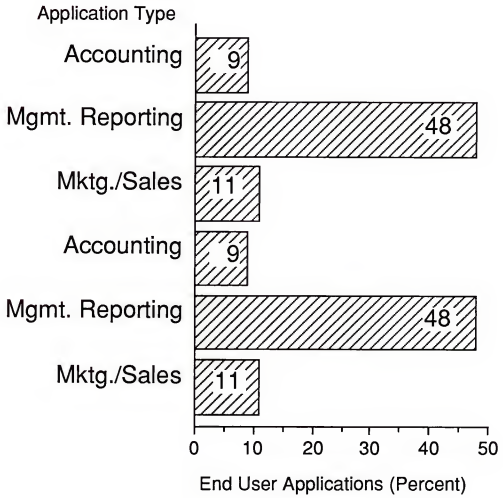
Relational DBMS Application
How Are End Users Using It?



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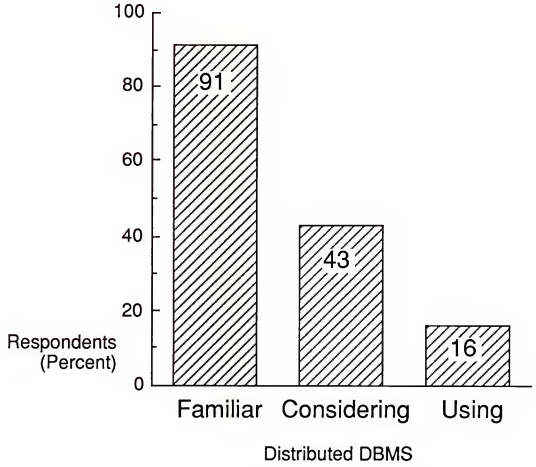
Distributed DBMS Application
What Is the Activity Level?



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Distributed DBMS Application
Sample Applications

- Customs Clearance
- Shop Floor
- Retail Branch Operations
- Computer Aided-Engineering
- Inventory Tracking
- Departmental Reporting

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Data Management
Current Trends & Challenges
Conclusions

- The Role Is Changing
- New DBMS Technology Is Being Used
- The End User Is Developing with RDBMS
- IS Management Needs to Increase Emphasis

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Systems Integration

Buyer Issues

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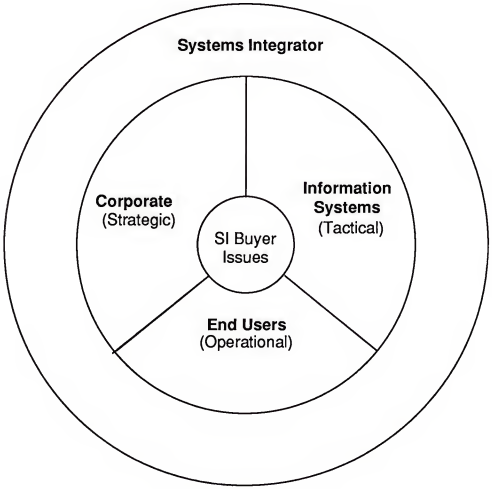
Systems Integration—
Communities Involved



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Process Elements

Elements	Communities Corp	IS	EU	SI
Strategic				
Rationale	*	*		
Financial Implications	*			
Legal	*			*
Approval	*			
Stewardship	*			
Tactical				
Specification		*	*	
Acceptance Criteria		*		
Bid Process		*		*
Selection Criteria		*		
Technology Review		*		*
Project Management		*		*
Environmental Impact		*		*
Operational				
Involvement			*	*
Training			*	*
Support			*	*

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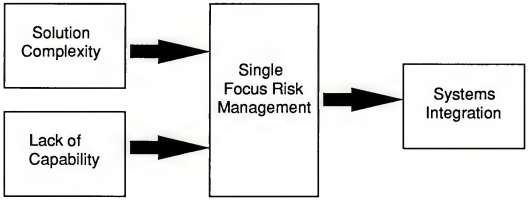
IS And SI—Today
Blocking Factors Lead to Systems Integration



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The Corporate Viewpoint

Legal Concerns

- Not an Area of High Concern
  - Routinely Uneventful
  - Timely and Efficient
- Contract Typically Buyer Generated
- Performance Bonds Appear to Be a Non-Issue
  - No Examples Found
  - Liability Issues Well Managed

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The Corporate Viewpoint

Financial Implications

- Internal Processes Used
- Only One Factor in the Approval

Project Approval

- Typically Follows Vendor Selection
- Prime Vendor Frequently Involved
- Internal Processes Used
- Time Required—From Inception to Signed Contract

  - Up to 6 Months 30%
  - 7 to 12 Months 50%
  - Over 12 Months 20%

Stewardship (Ongoing Senior Management Involvement)

- Tied to Interest of the Sponsor
- Typically Declines after Approval

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Information Systems Issues—Project Definition

- Manage the Level of Detail
- Use to Encourage Vendor Creativity
- Do Not Concentrate on Technology
- Involve the End Users at This Point—a Source of Creativity

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Information Systems Issues—
Project Definition Participation

Group	Percent of Cases Represented
Middle Management (DIR/MGR)	73
Information Systems	67
Upper Management	33
Outside Consultants	20
End Users	20
Customers	6

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Information Systems Issues—
Duration of Project Definition Phase

Period	Percent of Respondents
<6 Months	27
6-12 Months	27
12-24 Months	33
24-36 Months	13

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Information Systems Issues—Acceptance Criteria

- Not Well Recognized as a Specific Element of the SI Process.
- Usually Developed as Part of the Project Specification.
- Good Acceptance Criteria Can Serve as Protection for the Vendor—Help to Develop.
- Need to Be Phased Throughout the Project—Do Not Ignore Signals of Problems.

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Information Systems Issues—
Acceptance Methodologies

Type	Percent of Respondents
Performance Criteria	40
Functionality Definition	26
Simulation	13
Prototype	7
Parallel Processing	7
Unknown	7

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Information Systems Issues—
Selection Criteria

- Pare Down the Number of Bidders
- Reference Selling Key
  - A Record of Success
  - Provable Prior Experience
  - Site Visits Very Valuable
  - Importance Growing
- Vendor Project Manager Can Be a Swing Factor

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Information Systems Issues—
Vendor Selection Criteria

Type	Percent of Respondents
Industry Experience	86
Application Knowledge	86
Cost/Performance	86
SI Experience	79
Project Management Skills	64
Support Skills	64
Service Orientation	50
On-Site Visits	43
References	43
Alliances	21

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Information Systems Issues—
Duration of Vendor Selection Phase

Period	Percent of Respondents
<6 Months	54
6-12 Months	20
12-18 Months	13
Unknown	13

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Information Systems Issues— Environmental & Organizational Impact

- Open Communication Key to Success
  - Address Alternative Opinions
  - Opportunity for Second Guessing by IS
  - Involve the End User
- Manage the Interface with Project Staff
  - Appears to Be a Training Ground for Vendor Staff
  - Maintain Continuity of Vendor Project Staff
- Monitor Standards of Quality
  - Adopt Buyer's if Higher

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Information Systems Issues—Project Management

- More Critical than the Ratings Indicate
- Continuity of Vendor Project Manager
  - The Good Ones Get Reassigned Too Soon
  - One Manager for the Life of the Project
- Managing the Subcontractors Key—Prime Vendor Must Keep Control
  - Buyer Tendency to Go around the Prime
- Use a Third Party as QA
- Keep the Users Involved—They Can Become the Vendor's Ally

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End-User Perspective—
Involvement

A "Single" Objective

The User Becomes the "Champion."

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Adding It Up—Conclusions

Issues and Overall Success

Rank	High Success	Medium Success	Low Success
1	Environ. & Org. Impact	Bid Process	Acceptance Criteria
2	User Perspective	Environ & Org. Impact	Project Definition
3	Selection Criteria	Project Definition	Selection Criteria
4	Project Definition	User Perspective	Bid Process
5	Bid Process	Selection Criteria	Technology Review
6	Acceptance Criteria	Technology Review	Project Management
7	Project Management	Project Management	Environ. & Org. Impact
8	Technology Review	Acceptance Criteria	User Perspective

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IS and SI—Future
Information Systems Organization—1990s

- Smaller, More Flexible and Responsive
- Expert Based—Technology and Business
- Consultant Style—Information Engineers and Solution Builders
- Champion for Information Technology

An Internal "SI Competitor"

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Workstation Strategies

1988 and Beyond

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Objectives

- Status of the Standard Terminal
- Impact of the PC Population
- Need to Plan Workstation Direction
- Direction of Workstation Technology
- Plans of Workstation Vendors

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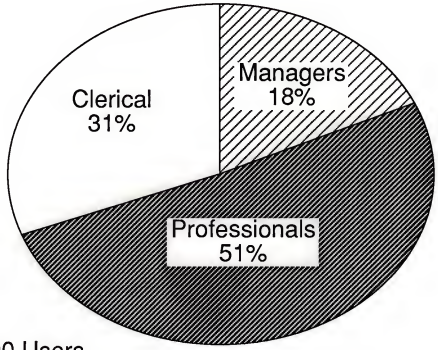
User Demographics
Users by Category



460,000 Users
280,000 Workstations

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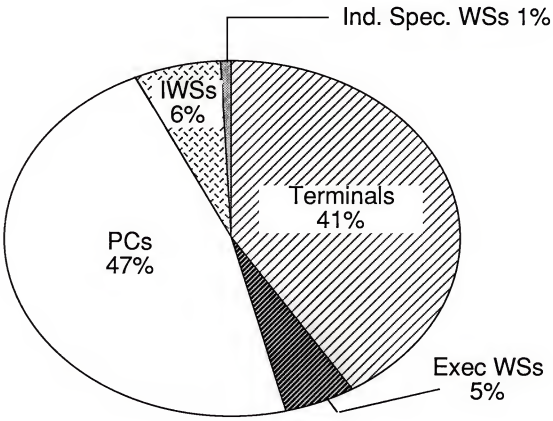
Workstation Population by Type



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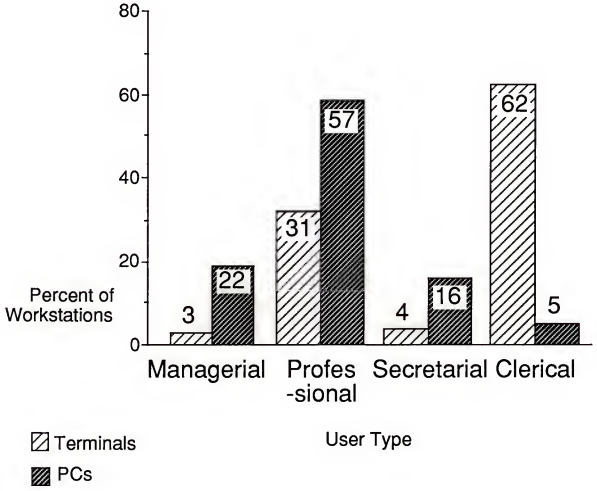
Distribution of Workstations



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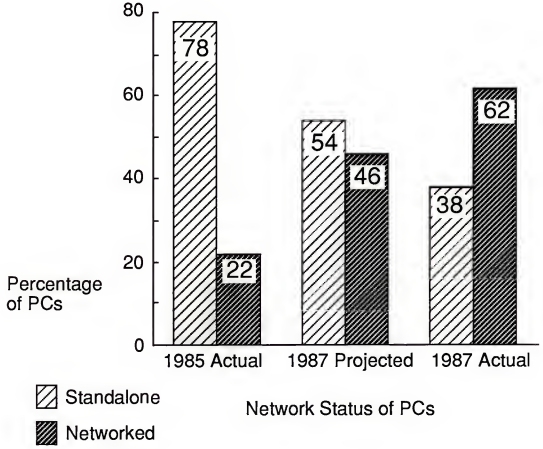
PC Connectivity by Percent of PCs
1985 & 1987



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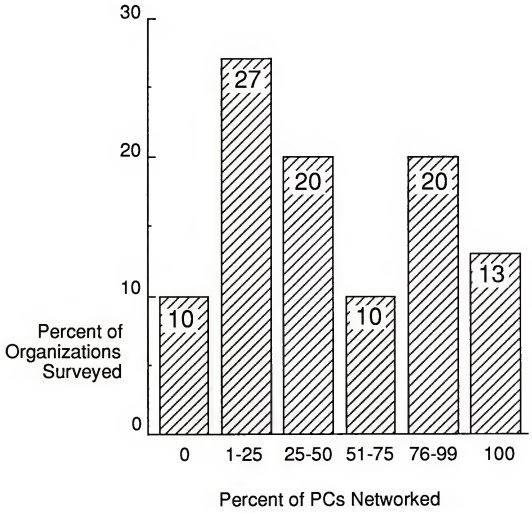
PC Connectivity by Percent of Organizations Interviewed



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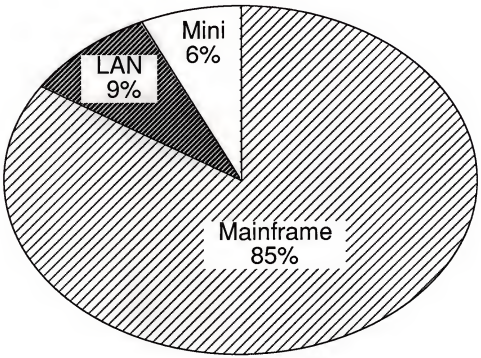
Networked PCs by Type of Connectivity



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Integrated Workstation Applications—Characteristics

- Graphic Interfaces
- Remote Data Entry/Collection
- Data Analysis with Data Entry
- High Processing Loads

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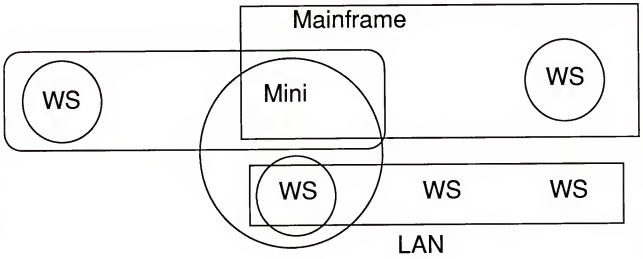
Integrated Workstation Applications
Three-Tier Computing



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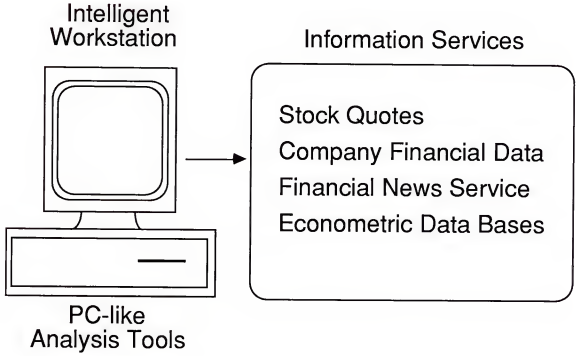
Integrated Workstation Applications
An Example



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Integrated Workstation Applications—Candidates

- Executive Support Systems
- Electronic Mail
- Operational Reporting
- Software Development
- Imaging

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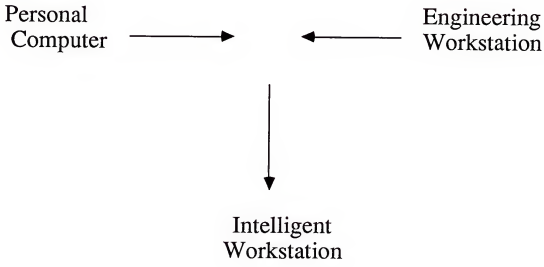
Workstation Technology



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Integrated Workstation Applications
Distribution of Functions

Workstation Functions	Central Processor Functions
User Interface	Main File Maintenance
Data Entry and Maintenance	Application Network Management
Secondary Data Management	Primary Data Management
Current Activity	Primary Systems Output
Analysis and Reporting	Weekly, Monthly Processing
Ad Hoc Analysis	Backup & Security

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Converging WS Technology

Factor	PC	Engr WS
Power	Expanding	Adjusting
Price	Rising	Declining
User Interface	Improving	Evolving
Operating System	DOS-OS/2	UNIX &/or DOS
Communications	Expanding	Established
Connectivity	Focused	Flexible
Acceptance	Established	Emerging

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Workstation Technology
IWS—1992

Factor	IWS
Power	6-8 Meg
Price	$7-10,000
User Interface	Icon Based
Operating System	OS/2 + UNIX
Communications	Imbedded
Connectivity	Multiple
Acceptance	Evolutionary

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Summary of Findings

- More PCs than Terminals
- 22% of PCs Used by Management
- 62% of PCs Connected to the Network
- Engineering WSs Entering Business Systems
- Vendors Exploding WS Capabilities
- A True IWS Is on the Way

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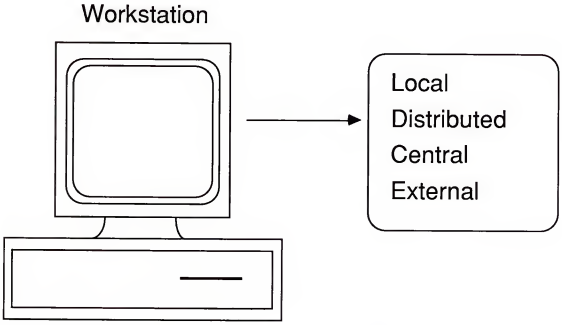
Tomorrow's Workstation



Plan for It Now

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Information Systems Budget

Analysis

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Information Systems Budget
Computer Hardware
(Percent)

Category	'87 (Distribution)	'88 (Distribution)	'88 (Growth)	'89 (Growth)
Mainframes	43	44	7	4
Minicomputers	16	14	-8	2
Personal Computers	9	10	17	6
Mass Storage	16	16	7	1
Other	16	16	7	1
Total	100	100	5	4

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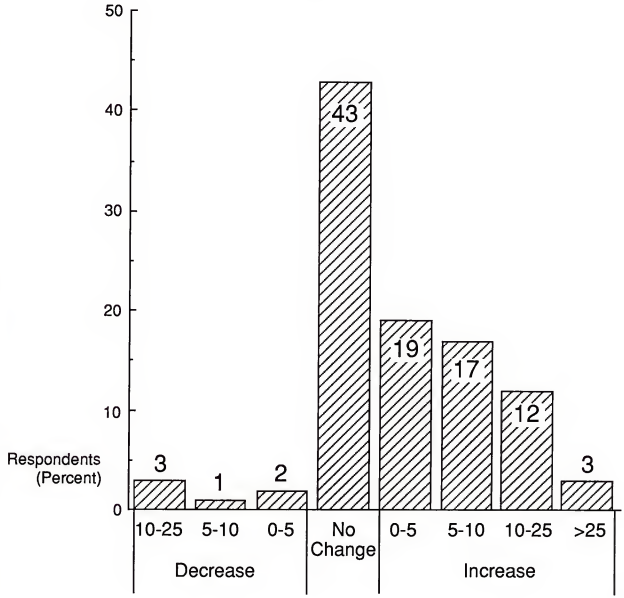
Information Systems Budget
Distribution of Hardware Budget Changes
1989



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Technology Issue—Survey Results

Issue	Responses (Percent)
Networking	29
Hardware	26
Data Base	10
Managing Technology	6
Other	29

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Information Systems Budget
External Products and Services
(Percent)

Category	'87 (Distribution)	'88 (Distribution)	'88 (Growth)	'89 (Growth)
Professional Services	13	14	13	0
Processing Services	5	5	5	1
Application Software	15	15	5	0
Systems Software	18	18	5	1
Turnkey Systems	3	3	5	0
Hardware Maintenance	25	24	1	2
Software Maintenance	14	15	13	2
Other	6	6	5	0
Total	100	100	5	2

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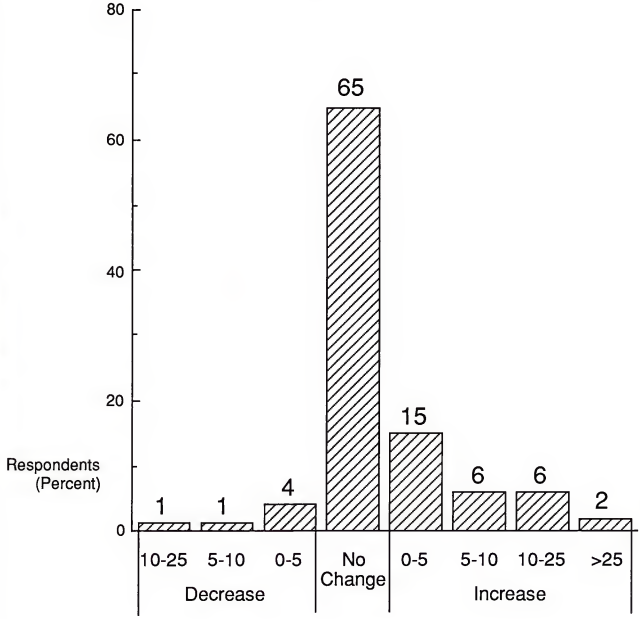
Information Systems Budget
Distribution of External Services Budget Changes
1989



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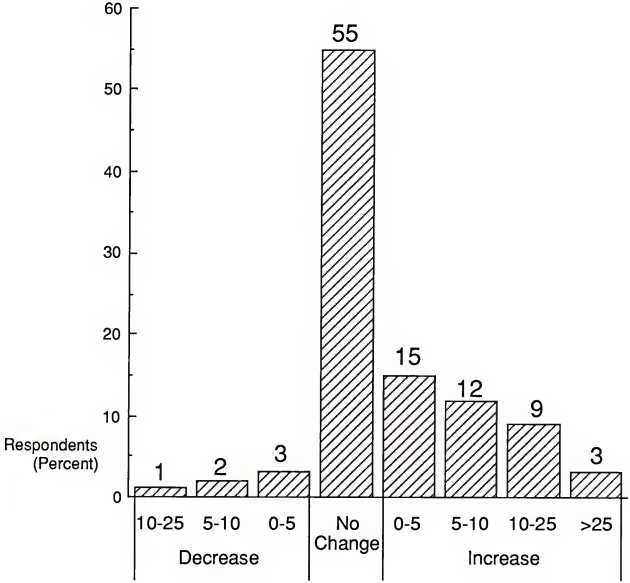
Information Systems Budget
Distribution of Communications Budget Changes
1989



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User Research Programs

Douglas Tayler
Director, User Research

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(1)

Round Table Session

Topics

* Data Management: Current Trends and Challenges
* Systems Integration: Buyer Issues
* Workstation Strategies
* Information Systems Budget

Data Base Management

Current Trends and Challenges

(Research in Process)

June 1988

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3

NOTES:

Change all
headings to
helvetica 18

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Objectives

- Identify Data Management Trends and Issues
  - Technology
  - Responsibility
  - Resources

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4

NOTES:

Combine 2a & b

USM2-DT2-2a

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Objectives

- Track Progress with Relational DBMS
  - By Information Systems
  - By End User
- Track Progress with Distributed DBMS
- Set Objectives for Data Management in 1990s

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NOTES:

USM2-DT2-2b

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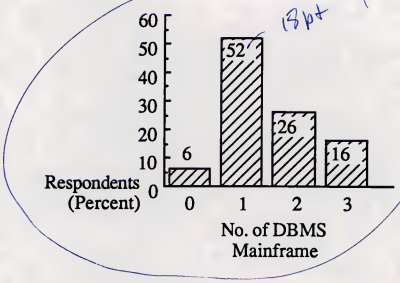
Mainframe DBMS Environment



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NOTES:

Put Both charts on one Foil

USM2-DT2-6

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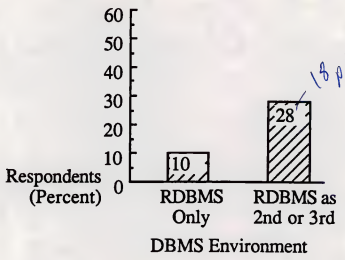
Mainframe DBMS Environment



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NOTES:

USM2-DT2-6a

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Minicomputer DBMS Environment

- DBMS Use
  - 58% Are Using
  - 32% Are Not Using
  - 10% Did Not Know
- RDBMS Use
  - 25% Are Using
  - 43% of Those Using DBMS

INPUT

6

NOTES:

USM2-DT2-7

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Considering New Data Bases

- 30% Have New DBMS Under Consideration
- All Are Relational
- Most Often Mentioned Are:
  - DB2
  - Oracle
  - Ingress

INPUT

NOTES:

USM2-DT2-8

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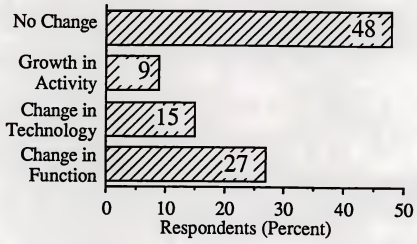
Data Management
Changing Responsibilities



INPUT

NOTES:

Put both charts on foil

USM2-DT2-13

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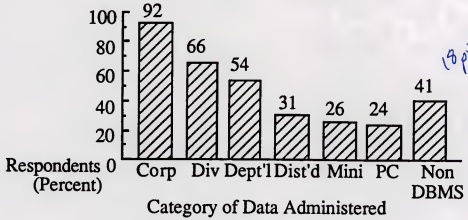
Data Administration
Breadth of Responsibility



INPUT

NOTES:

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Key Issues
Strategy & Direction

- Managing Distributed Data
- Ownership—User versus IS Responsibilities
- Managing Growth and Technology

INPUT

9

NOTES:

Combens

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Key Issues
Strategy & Direction

- Planning for New Technology
- Management Support for Data Management Process

INPUT

NOTES:

USM2-DT2-17b

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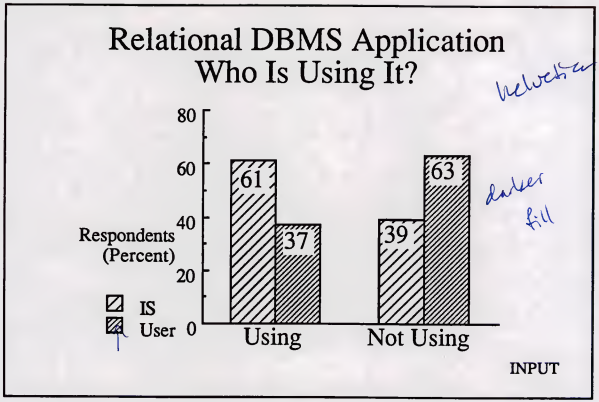

NOTES:

USM2-DT2-20

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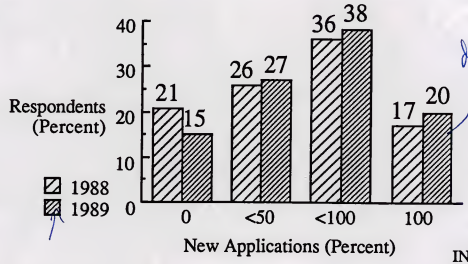
Relational DBMS Application Magnitude of Mainframe Use



INPUT

NOTES:

USM2-DT2-22

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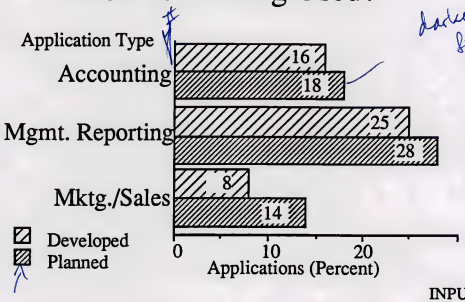
Relational DBMS Application
How Is It Being Used?



INPUT

NOTES:

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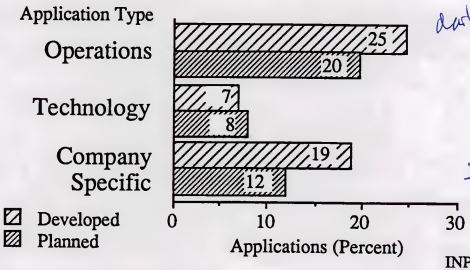
Relational DBMS Application
How Is It Being Used?



INPUT

NOTES:

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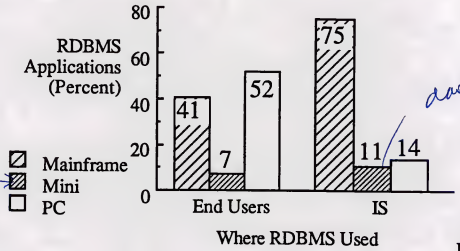
Relational DBMS Application
Where Are End Users Using It?



INPUT

NOTES:

USM2-DT2-24

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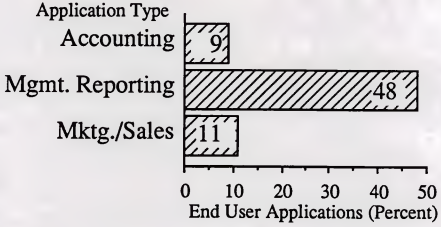
Relational DBMS Application
How Are End Users Using It?



INPUT

14

NOTES:

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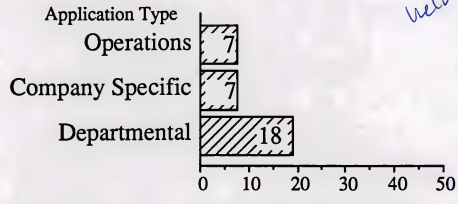
Relational DBMS Application
How Are End Users Using It?



INPUT

NOTES:

USM2-DT2-25a

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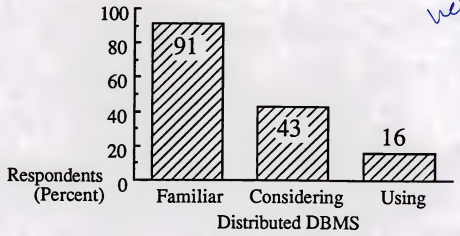
Distributed DBMS Application
What Is the Activity Level?



INPUT

NOTES:

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Distributed DBMS Application
Sample Applications

- Customs Clearance
- Shop Floor
- Retail Branch Operations
- Computer Aided-Engineering
- Inventory Tracking
- Departmental Reporting

INPUT

16

NOTES:

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Data Management
Current Trends & Challenges
Conclusions

- The Role Is Changing
- New DBMS Technology Is Being Used
- The End User Is Developing with RDBMS
- IS Management Needs to Increase Emphasis

INPUT

17

NOTES:

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Systems Integration

Buyer Issues

Douglas H. Tayler
Director, Information Systems Program

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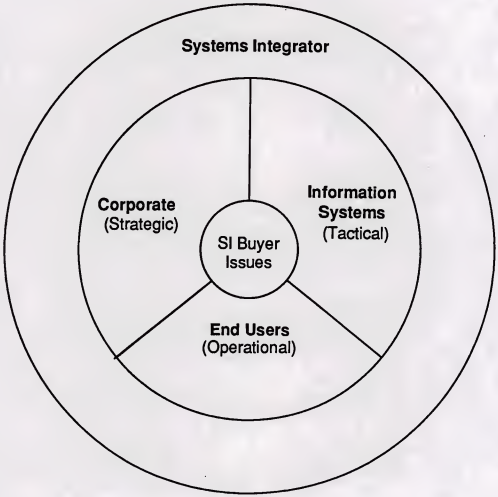
Systems Integration—
Communities Involved



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Process Elements

Elements	Communities Corp	IS	EU	SI
Strategic				
Rationale	*	*		
Financial Implications	*			
Legal	*			*
Approval	*			
Stewardship	*			
Tactical				
Specification		*	*	
Acceptance Criteria		*		
Bid Process		*		*
Selection Criteria		*		
Technology Review		*		*
Project Management		*		*
Environmental Impact		*		*
Operational				
Involvement			*	*
Training			*	*
Support			*	*

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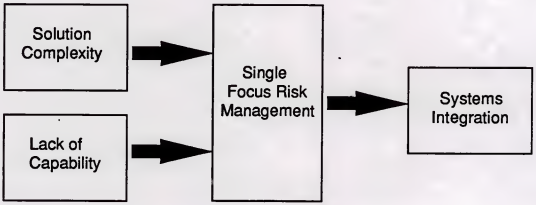
IS And SI—Today
Blocking Factors Lead to Systems Integration



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The Corporate Viewpoint

Legal Concerns

- Not an Area of High Concern
  - Routinely Uneventful
  - Timely and Efficient
- Contract Typically Buyer Generated
- Performance Bonds Appear to Be a Non-Issue
  - No Examples Found
  - Liability Issues Well Managed

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The Corporate Viewpoint

Financial Implications

- Internal Processes Used
- Only One Factor in the Approval

Project Approval

- Typically Follows Vendor Selection
- Prime Vendor Frequently Involved
- Internal Processes Used
- Time Required—From Inception to Signed Contract

  - Up to 6 Months 30%
  - 7 to 12 Months 50%
  - Over 12 Months 20%

Stewardship (Ongoing Senior Management Involvement)

- Tied to Interest of the Sponsor
- Typically Declines after Approval

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Information Systems Issues—
Project Definition

- Manage the Level of Detail
- Use to Encourage Vendor Creativity
- Do Not Concentrate on Technology
- Involve the End Users at This Point—a Source of Creativity

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Information Systems Issues—
Project Definition Participation

Group	Percent of Cases Represented
Middle Management (DIR/MGR)	73
Information Systems	67
Upper Management	33
Outside Consultants	20
End Users	20
Customers	6

25

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Information Systems Issues—
Duration of Project Definition Phase

Period	Percent of Respondents
<6 Months	27
6-12 Months	27
12-24 Months	33
24-36 Months	13

26

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Information Systems Issues—Acceptance Criteria

- Not Well Recognized as a Specific Element of the SI Process.
- Usually Developed as Part of the Project Specification.
- Good Acceptance Criteria Can Serve as Protection for the Vendor—Help to Develop.
- Need to Be Phased Throughout the Project—Do Not Ignore Signals of Problems.

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Information Systems Issues—
Acceptance Methodologies

Type	Percent of Respondents
Performance Criteria	40
Functionality Definition	26
Simulation	13
Prototype	7
Parallel Processing	7
Unknown	7

28

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Information Systems Issues—
Selection Criteria

- Pare Down the Number of Bidders
- Reference Selling Key
  - A Record of Success
  - Provable Prior Experience
  - Site Visits Very Valuable
  - Importance Growing
- Vendor Project Manager Can Be a Swing Factor

29

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Information Systems Issues—
Vendor Selection Criteria

Type	Percent of Respondents
Industry Experience	86
Application Knowledge	86
Cost/Performance	86
SI Experience	79
Project Management Skills	64
Support Skills	64
Service Orientation	50
On-Site Visits	43
References	43
Alliances	21

30

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Information Systems Issues—
Duration of Vendor Selection Phase

Period	Percent of Respondents
<6 Months	54
6-12 Months	20
12-18 Months	13
Unknown	13

31

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Information Systems Issues—
Environmental & Organizational Impact

- Open Communication Key to Success
  - Address Alternative Opinions
  - Opportunity for Second Guessing by IS
  - Involve the End User
- Manage the Interface with Project Staff
  - Appears to Be a Training Ground for Vendor Staff
  - Maintain Continuity of Vendor Project Staff
- Monitor Standards of Quality
  - Adopt Buyer's if Higher

32

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Information Systems Issues—Project Management

- More Critical than the Ratings Indicate
- Continuity of Vendor Project Manager
  - The Good Ones Get Reassigned Too Soon
  - One Manager for the Life of the Project
- Managing the Subcontractors Key—Prime Vendor Must Keep Control
  - Buyer Tendency to Go around the Prime
- Use a Third Party as QA
- Keep the Users Involved—They Can Become the Vendor's Ally

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End-User Perspective—
Involvement

A "Single" Objective

The User Becomes the "Champion."

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Adding It Up—Conclusions

Issues and Overall Success

Rank	High Success	Medium Success	Low Success
1	Environ. & Org. Impact	Bid Process	Acceptance Criteria
2	User Perspective	Environ & Org. Impact	Project Definition
3	Selection Criteria	Project Definition	Selection Criteria
4	Project Definition	User Perspective	Bid Process
5	Bid Process	Selection Criteria	Technology Review
6	Acceptance Criteria	Technology Review	Project Management
7	Project Management	Project Management	Environ. & Org. Impact
8	Technology Review	Acceptance Criteria	User Perspective

35

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IS and SI—Future
Information Systems Organization—1990s

- Smaller, More Flexible and Responsive
- Expert Based—Technology and Business
- Consultant Style—Information Engineers and Solution Builders
- Champion for Information Technology

An Internal "SI Competitor"

36

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Workstation Strategies

1988 and Beyond

INPUT

37

NOTES:

Change all headings to 18 held

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Objectives

- Status of the Standard Terminal
- Impact of the PC Population
- Need to Plan Workstation Direction
- Direction of Workstation Technology
- Plans of Workstation Vendors

INPUT

38

NOTES:

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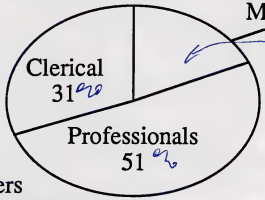
User Demographics

Percent of Users by Category



460,000 Users
280,000 Workstations

INPUT

39

NOTES:

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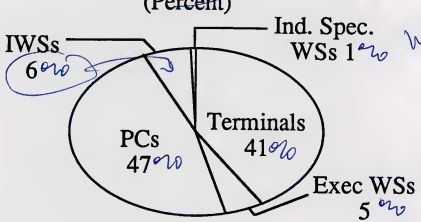
Workstation Population by Type

(Percent)



INPUT

40

NOTES:

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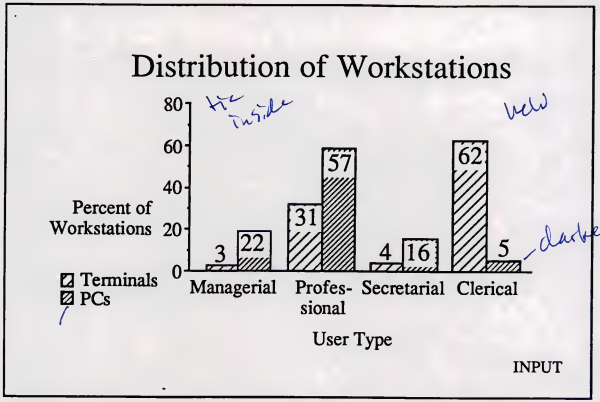

41

NOTES:

USM2-DT4-16

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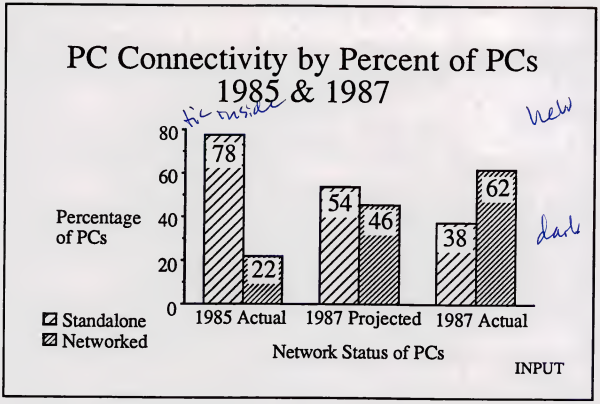

NOTES:

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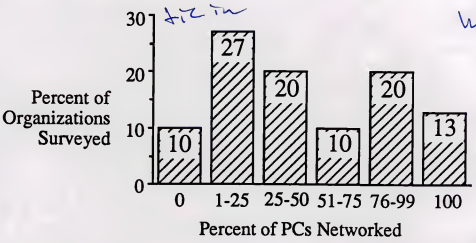
PC Connectivity by Percent of Organizations Interviewed



INPUT

43

NOTES:

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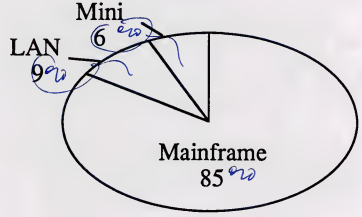
Networked PCs by Type of Connectivity

(Percent)



INPUT

44

NOTES:

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Integrated Workstation Applications—Characteristics

- Graphic Interfaces
- Remote Data Entry/Collection
- Data Analysis with Data Entry
- High Processing Loads

INPUT

45

NOTES:

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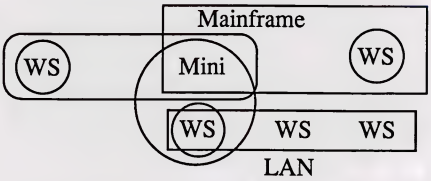
Integrated Workstation Applications

Three-Tier Computing



INPUT

46

NOTES:

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Integrated Workstation Applications
An Example

Information Services

- Stock Quotes
- Company Financial Data
- Financial News Service
- Econometric Data Bases

INPUT

47

NOTES:

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Integrated Workstation Applications—Candidates

- Executive Support Systems
- Electronic Mail
- Operational Reporting
- Software Development
- Imaging

INPUT

48

NOTES:

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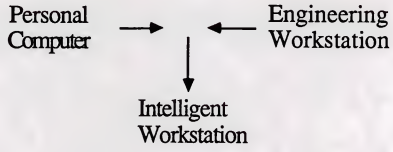
Integrated Workstation Applications
Distribution of Functions

Workstation Functions	Central Processor Functions
User Interface	Main File Maintenance
Data Entry and Maintenance	Application Network Management
Secondary Data Management	Primary Data Management
Current Activity	Primary Systems Output
Analysis and Reporting	Weekly, Monthly Processing
Ad Hoc Analysis	Backup & Security

Workstation Technology



INPUT

50

NOTES:

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Converging WS Technology

Factor	PC	Engr WS
Power	Expanding	Adjusting
Price	Rising	Declining
User Interface	Improving	Evolving
Operating System	DOS-OS/2	UNIX &/or DOS

INPUT

51

NOTES:

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Converging WS Technology

Factor	PC	Engr WS
Communications	Expanding	Established
Connectivity	Focused	Flexible
Acceptance	Established	Emerging

INPUT

NOTES:

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Combine

Workstation Technology
IWS—1992

Factor	IWS
Power	6-8 Meg
Price	$7-10,000
User Interface	Icon Based
Operating System	OS/2 + UNIX

bold deletion

INPUT

52

NOTES:

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Workstation Technology
IWS—1992

Factor	IWS
Communications	Imbedded
Connectivity	Multiple
Acceptance	Evolutionary

INPUT

NOTES:

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Summary of Findings

- More PCs than Terminals
- 22% of PCs Used by Management
- 62% of PCs Connected to the Network
- Engineering WSs Entering Business Systems
- Vendors Exploding WS Capabilities
- A True IWS Is on the Way

INPUT

53

NOTES:

USM2-DT4-9 & 9a

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Tomorrow's Workstation

Workstation

- Local
- Distributed
- Central
- External

Plan for It Now

INPUT

NOTES:

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Information Systems Budget

Analysis

55

Information Systems Budget
Computer Hardware

(Percent)

Category	'87 (Dist'n)	'88 (Dist'n)	'88 (Growth)	'89 (Growth)
Mainframes	43	44	7	4
Minicomputers	16	14	-8	2
Personal Computers	9	10	17	6
Mass Storage	16	16	7	1
Other	16	16	7	1
Total	100	100	5	4

56

Information Systems Budget
Distribution of Hardware Budget Changes
1989

Bar chart

Y axis:	One bar for each label	
	Labels and values:	
	10 to 25% Decrease	3%
	5 to 10% Decrease	1%
	0 to 5% Decrease	2%
	No Change	43%
	0 to 5% Increase	19%
	5 to 10% Increase	17%
	10 to 25% Increase	12%
	>25% Increase	3%

X axis: Percent of Respondents

decrease { 10 - 25, 5 - 10, 0 - 5

Nochange

Increase { 0 - 5, 5 - 10, 10 - 25, > 25

Technology Issue - Survey Results

Issue	% Responses
Networking	29
Hardware	26
Data Base	10
Managing Technology	6
Other	29

Information Systems Budget
External Products and Services

(Percent)

Category	'87 (Dist'n)	'88 (Dist'n)	'88 (Growth)	89 (Growth)
Professional Services	13	14	13	0
Processing Services	5	5	5	1
Application Software	15	15	5	0
Systems Software	18	18	5	1
Turnkey Systems	3	3	5	0
Hardware Maintenance	25	24	1	2
Software Maintenance	14	15	13	2
Other	6	6	5	0
Total	100	100	5	2

Information Systems Budget
Distribution of External Services Budget Changes
1989

Bar chart

Y axis: One bar for each label

Labels and values:

10 to 25% Decrease	1%
5 to 10% Decrease	1%
0 to 5% Decrease	4%
No Change	65%
0 to 5% Increase	15%
5 to 10% Increase	6%
10 to 25% Increase	6%
>25% Increase	2%

X axis: Percent of Respondents

60

Exhibit VI-11
Information Systems Budget
Distribution of Communications Budget Changes
1989

Bar chart

Y axis: One bar for each label

Labels and values:

10 to 25% Decrease	1%
5 to 10% Decrease	2%
0 to 5% Decrease	3%
No Change	55%
0 to 5% Increase	15%
5 to 10% Increase	12%
10 to 25% Increase	9%
>25% Increase	3%

X axis: Percent of Respondents